

## Center for States Integrated Capacity Building Plan

A. Work Plan Logistics	
<b>1. Jurisdiction:</b>	Oregon
<b>2. Liaison Contact Information:</b>	
A. Name:	Tasha Toebben                      Christine DeTienne
B. Email:	<a href="mailto:Tasha.Toebben@icf.com">Tasha.Toebben@icf.com</a> Christine.DeTienne@icf.com
C. Phone Number:	(573) 301-3733      (573) 220-6974
B. Major Initiatives	
<p>Add major initiatives at a high level. If the TOC is underdeveloped, flesh out the TOC during the service planning visit to obtain a high-level TOC/rationale for change. It is acceptable to note that the TOC can be fleshed out as one of the Center for State's services. If the State does not have a theory of change, during the service planning visit, explore with the State what their rationale for change is for that major initiative.</p>	
<b>1. A. Initiative Title:</b>	Statewide Coaching Model
<b>B. Theory of Change/ Rationale for Change:</b>	OR DHS seeks to select and implement a coaching model characterized by reflection, appreciation and ongoing learning, which will provide leaders (district managers, program managers) the skill, time and capacity to coach their staff to support implementation of best practices with fidelity.
<b>C. Initiative Strengths:</b>	OR DHS leadership is highly supportive of this initiative and motivated to explore coaching models for implementation.
<b>D. Stage in Change Process:</b>	1. Identify problem
<b>E. Roles/Resources Allocated to Goal:</b>	Agency Deputy Director is the lead for the project and supportive of the initiative.
<b>F: Role of Center (if applicable):</b>	Center will provide coaching and consultation to ODHS CW staff around teaming, data collection, review of coaching models and determining readiness for implementation of coaching model.
<b>2. A. Initiative Title:</b>	Engagement of Families and Youth
<b>B. Theory of Change/ Rationale for Change:</b>	ODHS CW seeks to incorporate the voice of those with lived experience with ODHS CW specifically youth and parents in building a system where their voices are contributing to program and policy decisions that impact case, organization and system levels.

<b>C. Initiative Strengths:</b>	Agency Deputy Director is the lead for the project and supportive of the initiative. Additionally, OR has active parent advisory board that can be leveraged to support project exploration.
<b>D. Stage in Change Process:</b>	1. Identify problem
<b>E. Roles/Resources Allocated to Goal:</b>	Agency Deputy Director is the lead for the project and supportive of the initiative.
<b>F: Role of Center (if applicable):</b>	The Center team will focus on enhancing the involvement of youth and families with lived experience with ODHS CW and provide coaching and consultation to conduct problem exploration and develop a theory of change.

<b>3. A. Initiative Title:</b>	Training Infrastructure Plan
<b>B. Theory of Change/ Rationale for Change:</b>	OR DHS will have a well-articulated Training Infrastructure that consistently meets workforce development needs.
<b>C. Initiative Strengths:</b>	ODHS CW is motivated to solidify their training infrastructure so that they are able to support a statewide coaching model.
<b>D. Stage in Change Process:</b>	1. Identify problem
<b>E. Roles/Resources Allocated to Goal:</b>	Agency Deputy Director is supportive of the initiative and assigned the training manager to be project lead.
<b>F: Role of Center (if applicable):</b>	Through coaching and consultation, the Center will support the OR DHS training unit in exploring the agency's existing workforce development strengths and identifying opportunities for improvement, developing a Theory of Change, supporting the assessment of readiness for implementation inclusive of clear roles and expectations, feedback loops, logistics and a training infrastructure plan.

[Add/remove/modify sections as needed. If additional Major Initiative sections are needed, please contact the Tailored Services Coordinator.]

C. Recommendations			
Include all Recommendations. Add Rows as needed.			
#	Recommendation Description	When was this recommendation identified?	Will the Center and Jurisdiction address together?
1	Workforce Development Framework: Statewide Coaching Model	Assessment Phase	<input checked="" type="checkbox"/>
2	Engagement of Families and Youth	Assessment Phase	<input checked="" type="checkbox"/>

3	Training Infrastructure Plan	Assessment Phase	<input checked="" type="checkbox"/>
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*[Add/remove rows as needed. If additional rows are needed, please contact the Tailored Services Coordinator.]*

## Work Plan Recommendation 1

**Recommendation:** Workforce Development Framework: Statewide Coaching Model

A. Recommendation Overview	
<p><b>1. Work Plan Type:</b>    <input type="checkbox"/> Brief            <input checked="" type="checkbox"/> Intensive            <input type="checkbox"/> Title IV-E Waiver</p> <p><b>2. Will a Center-Agency Agreement be established?</b>    <input checked="" type="checkbox"/> Yes    <input type="checkbox"/> No</p> <p><b>3. Will an Evaluation Plan be Created?</b>                    <input checked="" type="checkbox"/> Yes    <input type="checkbox"/> No</p> <p><b>4. Jurisdiction's Current Need/Problem Statement:</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>The state desires to select and implement a statewide coaching model as a tool for practice improvement. When CFSR and qualitative and quantitative data were examined, fidelity to the Oregon Practice Model was identified as a barrier to timely permanency. Practice is inconsistent across the districts, and when agency staff are not appropriately applying the practice model components to fidelity, it can delay reunification because children stay in care who could go home safely. Conversely, it can also delay moving to the concurrent plan if workers are not able to articulate what efforts have been made to assist in changing protective capacity, and why those efforts were not successful. While ODHS CW is currently piloting a coaching model in one area, which was a grant funded initiative whose funding has ended, ODHS CW now wants to determine if this model should be scaled statewide or if other coaching models should be explored. The Butler Institute recently completed a thorough assessment and found adherence to fidelity measures and evaluation of outcomes challenging. In addition to recommendations around practice fidelity, the assessment made several recommendations around standards for curricula and strengthening university partnerships. Oregon is seeking to identify a model that is culturally responsive and aligned with their safety and practice models. The state is considering</p> </div>	<p><b>5. Center's Role in Addressing Identified Need:</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>The Center will provide coaching and consultation to ODHS CW staff around the following activities:</p> <ul style="list-style-type: none"> <li>Support to OR leadership in establishing an inclusive team for this change and implementation effort</li> <li>Assist with data collection efforts that may be needed to further examine their workforce development framework specifically in moving toward statewide coaching implementation.</li> <li>Provide guidance in the review of the existing coaching pilot, and as needed, the selection or adaptation of an alternative coaching model and the development of an implementation plan for the coaching model to engage the workforce, strengthen practice and improve child, family and community outcomes.</li> <li>Assist in determining readiness for implementation of a statewide coaching model, including addressing any identified capacity needs to ensure successful implementation.</li> <li>Coach and consult to assist ODHS-CW in defining their coaching model and fidelity measurement process.</li> <li>Support ODHS-CW through training, coaching and consultation in the development of a practice profile for the coaching model.</li> <li>Provide project evaluation development support and also assist ODHS-CW in building an evaluation plan for their coaching model</li> </ul> </div>

<p>exploration of new models or modifications to R3 to meet their needs.</p>	<p>through use of a Center Evaluation Coach.</p>
<p><b>6. How was the Jurisdiction's Rationale/Theory of Change Developed?</b>  <input type="checkbox"/> State Developed Rationale/Theory of Change            <input type="checkbox"/> Co-created Rationale/Theory of Change (State and Center)            <input checked="" type="checkbox"/> Theory of Change to be Created</p>	
<p><b>7. Jurisdiction's Rationale/Theory of Change:</b>          Oregon has not yet developed a Theory of Change</p>	<p><b>8. Center's Rationale/Theory of Change:</b>          The Center will provide consultation and support to ODHS-CW to guide a team of key staff on the development of an implementation plan for their coaching model.</p> <p>AND</p> <p>Collect and review data</p> <p>AND</p> <p>Assist in the search for or adaptation of reputable coaching models leveraged by the child welfare field nationally</p> <p>AND</p> <p>Facilitate the decision regarding selecting, adapting or developing a new coaching model</p> <p>SO THAT</p> <p>A Practice Profile for the coaching model can be created</p> <p>SO THAT</p>

	<p>The coaching model guides consistent practice and operation systemwide,</p> <p>SO THAT</p> <p>Desired outcomes improve for children and families are achieved</p>
<p><b>9. Jurisdiction's Desired Child and Family Outcomes:</b></p>	<p>Effective coaching leads to a more engaged and better prepared staff, who in turn will engage in best practices with children, youth, and families, ultimately resulting in better child welfare outcomes and an increase in staff retention as well.</p>
<p><b>10. Jurisdiction's Desired Changes in Child Welfare Practice:</b></p>	<p>OR DHS seeks to select and implement a coaching model characterized by reflection, appreciation and ongoing learning, which will provide leaders (district managers, program managers) the skill, time and capacity to coach their staff to support implementation of best practices with fidelity. Leaders (district managers, program managers) will provide coaching to supervisors to model the supervisory coaching of workers. Supervisory coaching clarifies DHS' practice standards including why and how to use them in their work to guide consistent operations across the organization, inform continuous quality improvement and improve outcomes for children and families.</p>

**B. Jurisdiction's Desired Changes**

**1. Desired Change to be Achieved in this Work Plan**  
 ODHS-CW will select a coaching model, based on developing a shared understanding of their coaching needs, previous efforts, and data.

**A. Are the Center's services intended to target particular milestones?**  Yes  No

Stage in Change Process	Target Milestone	Date Milestone Expected to be Achieved
2. Form teams for change process	M 1: Team/teaming structure established	10/29/2021
3. Gather data, explore problem	M 2: Existing and additional data about the need identified and obtained	1/3/2022
4. Develop theory of causes	M 2: Theory of change developed and documented	2/1/2022

5. Research and select solution (s)	M 2: Intervention options assessed for fit with need, feasibility, and context	2/28/2022
6. Adapt or develop interventions (s)	M 3: Core components (essential elements) of intervention identified	3/31/2022
7. Assess readiness, plan implementation	M 4: Implementation plan developed, and site(s) selected	9/01/2022

[Add/Remove rows as needed]

**B. Are the Center's services intended to enhance any dimensions of Capacity?**  Yes  No

Capacity Dimension	Capacity Sub-dimension	Date Change in Capacity Expected
Resource	Staffing	9/30/2022
Infrastructure	Supervisory Coaching System	9/30/2022

[Add/Remove rows as needed]

**C. Target Service Recipients:**

Agency		Court		Stakeholder	
<input type="checkbox"/>	Administrative Leadership (director/deputies)	<input type="checkbox"/>	CIP/TCIP Directors	<input type="checkbox"/>	Contracted Service Providers
<input checked="" type="checkbox"/>	Training Department/Division	<input type="checkbox"/>	CIP Staff	<input type="checkbox"/>	Law Enforcement
<input type="checkbox"/>	IT/Information System Staff	<input type="checkbox"/>	Judges	<input type="checkbox"/>	Health
<input checked="" type="checkbox"/>	Program Managers	<input type="checkbox"/>	Attorneys for Child Welfare Agency	<input type="checkbox"/>	Mental Health
<input type="checkbox"/>	ICWA Managers	<input type="checkbox"/>	Attorneys for Children/GALs	<input type="checkbox"/>	Substance Abuse
<input type="checkbox"/>	Supervisors	<input type="checkbox"/>	Attorneys for Parents	<input type="checkbox"/>	Domestic Violence
<input type="checkbox"/>	Case Workers/Direct Practice Workers	<input type="checkbox"/>	Court Administrative Officers/Judicial Staff	<input type="checkbox"/>	Education
<input checked="" type="checkbox"/>	CQI/Evaluation Staff	<input type="checkbox"/>	Attorney/attorney-GALs	<input type="checkbox"/>	Community
<input type="checkbox"/>	Other	<input type="checkbox"/>	Court/Attorney Data Managers and IT Staff	<input type="checkbox"/>	Families, Parents, Youth
		<input type="checkbox"/>	CASAs/Non-attorney GALs/Other Advocates	<input type="checkbox"/>	Tribal Council
		<input type="checkbox"/>	Court Case Workers/Social Workers	<input type="checkbox"/>	Tribal Elders
		<input type="checkbox"/>	Other	<input type="checkbox"/>	Other

**D. Action Steps:**

Action Step/Strategy	Output	State/Center Outcomes	Roles/Responsibilities	Projected Num. of Hours	Projected Start Date	Projected End Date
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1.	<p><b>State:</b> Establish an inclusive working team (and sub-teams as needed) comprised of individuals who are committed to contributing to any efforts needed to researching coaching models, assessing the state's readiness and addressing any identified needs impacting the successful implementation of a coaching model.</p> <p>Determine team membership possibly inclusive of agency roles.</p> <p>Establish a team charter</p>	<p>List of team members and their roles</p> <p>Team Charter documented</p>	<p>Committed group of staff who have the needed skills sets and perspectives to contribute to and guide this change effort.</p>	<p>ODHS-CW will provide</p> <ul style="list-style-type: none"> <li>• Project Lead</li> <li>• Access to internal resources</li> <li>• Staff participation in meetings</li> </ul>		10/1/2021	10/29/2021
	<p><b>Center:</b> Support agency leadership in developing a teaming structure.</p> <p>Provision of guidance, including written materials, such as the <i>CBCS Team Brief</i> to assist in determining skills and perspectives needed for the team.</p> <p>Provide and facilitate the use of the <i>Team Charter Tool</i> as needed.</p>	<p>Active and engaged team and sub-teams.</p> <p>Team charter documented</p>		<p>The Center will provide:</p> <p>Coaching and consultation on teaming and team structure</p> <p>Facilitate meetings virtually</p> <p>Family Consultant:</p> <ul style="list-style-type: none"> <li>• 5 Hours offsite</li> </ul> <p>Consultant:</p> <ul style="list-style-type: none"> <li>• Hours offsite= 8</li> <li>• Hours onsite = 1 days per month x 1 months</li> </ul>	<p>Onsite: 24</p> <p>Offsite: 26</p>	10/1/2021	10/29/2021

	<p>Facilitate a team charter session.</p> <p>Facilitate discussions with OR DHS leadership to lay the groundwork for the development of an evaluation plan that monitors the implementation of the selected intervention (coaching model) and the achievement of desired outcomes.</p>			<p>= 8 hours</p> <ul style="list-style-type: none"> <li>Hours travel: 1 trip = 8 hours</li> </ul> <p>Liaison:</p> <ul style="list-style-type: none"> <li>Hours offsite = 5</li> <li>Hours onsite: 1 day onsite per month x 1 month = 8 hours</li> <li>Hours travel: 1 trip = 8 hours</li> </ul> <p>Evaluation Coach</p> <ul style="list-style-type: none"> <li>Hours offsite = 8</li> <li>Hours onsite: 1 day onsite per month x 1 months = 8 hours</li> <li>Hours travel: 1 trip = 8 hours</li> </ul>			
2.	<p><b>State:</b> Share and review the assessment of the state's <b>training system</b> completed by the Butler Institute as well as additional data regarding training to prioritize findings to inform the coaching model and other workforce development interventions with a specific focus on:</p> <ul style="list-style-type: none"> <li>What is currently</li> </ul>	<p>Documented plan for additional data collection to address any data gaps/needs and for conducting analysis.</p> <p>List of focus group questions</p>	<p>Agreement and buy in by team members to the assessment process for data collection and analysis.</p> <p>Shared understanding of data analysis</p>	<p>ODHS-CW will provide</p> <ul style="list-style-type: none"> <li>Regular attendance and active participation by members during meetings and in the completion of agreed upon next steps between meetings</li> <li>Schedule meetings including interviews/focus</li> </ul>		11/1/2021	1/3/2022

	<p>known?</p> <ul style="list-style-type: none"> <li>• What questions remain?</li> <li>• What additional data is needed?</li> </ul> <p>Review any existing data collected during the R3 pilot and determine if additional data is needed from R3 pilot site participants such as:</p> <ul style="list-style-type: none"> <li>• Alignment with current policy, procedures, &amp; practice model.</li> <li>• Focus group and/or survey data from participants</li> <li>• Family and child outcome data</li> </ul> <p>Gather additional data on the R3 coaching pilot as needed, to include conducting targeted focus groups and a survey.</p> <p>Conduct data analysis</p>	<p>and developed survey</p> <p>Comprehensive analysis of existing data and any additional data collected.</p> <p>Documentation of data analysis</p>	<p>findings and recommendations</p>	<p>groups and coordinate logistics.</p> <ul style="list-style-type: none"> <li>• Ensure documentation and sharing of meeting minutes and outputs of assessment activities such as survey and focus groups, consistent with the team charter.</li> <li>• Ensure access as needed to information, data and other internal resources.</li> </ul>				
	<p><b>Center:</b> Review the ODHS CW Vision for Transformation and the strategic direction of the workforce development framework and data from the assessment of the state's <b>training system</b></p>	<p>Support in co-creation of meeting agendas to guide the review of data findings</p>		<p>The Center will provide: Consultation and facilitated discussions through virtual meetings</p> <p><b>SME</b> e.g., coaching, facilitation, planning, logistics, survey and focus</p>	<p>Onsite: 0 Offsite:70</p>	<p>11/1/2021</p>	<p>1/3/2022</p>	

	<p>completed by the Butler Institute and other data sources on workforce development and workforce engagement efforts .</p> <p>Review available data from the R3 pilot</p> <p>Co-facilitate a meeting to review the findings of existing data and determine the need for additional data collection.</p> <p>Assist in developing and conducting focus groups and surveys of the R3 coaching pilot sites.</p> <p>Co-facilitate a meeting to guide the team in analyzing the findings and coming to consensus on the data analysis findings</p>	<p>Co-facilitation of meetings.</p> <p>Guidance in the analysis of available data and identify any remaining data gaps/needs.</p> <p>Guidance on options for securing additional data, including conducting surveys and focus groups.</p> <p>Assistance in prepping team members for and/or co-facilitating focus groups as needed.</p> <p>Co-facilitating a meeting with team members to analyze findings</p> <p>Assistance in</p>		<p>group design and delivery, co-facilitation, brief and debrief with the team.</p> <ul style="list-style-type: none"> <li>15 hours per month x 2 = 30 offsite</li> </ul> <p><b>Evaluation Coach</b> e.g. coaching, facilitation, planning, logistics, review of survey tool and focus group questions and results, aggregated data, brief and debrief with the team.</p> <ul style="list-style-type: none"> <li>10 hours per month x 2 = 20 offsite</li> </ul> <p><b>Liaison</b> e.g., planning, logistics, case notes, scheduling, review of survey tool and focus group questions and the findings, coordination with the state and CB, brief and debrief the team.</p> <ul style="list-style-type: none"> <li>5 hours per month x 2 = 10 hours</li> </ul> <p><b>Family Consultant:</b></p> <ul style="list-style-type: none"> <li>5 Hours per month X 2 = 10 hours</li> </ul>				
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		documenting findings and ensuring team consensus.					
3.	<p><b>State:</b> Based on data analysis and team consensus develop a TOC for implementation of a coaching model that leads to desired outcomes</p>	<p>Clearly articulated problem statement re: OR DHS workforce development <i>and</i> anticipated long-term outcome(s) as a result of implementing a coaching model.</p> <p>Defined theory of change</p>	<p>Shared team understanding of causal links in a pathway of change leading to desired outcome(s).</p> <p>Sense of inclusion by team members and other key stakeholders in the exploration process and design of TOC</p>	<p>OR DHS will provide</p> <ul style="list-style-type: none"> <li>Attendance and active participation in meetings towards development of a TOC.</li> <li>Schedule meetings</li> <li>Document and share meeting minutes with the team and others as needed</li> <li>Share TOC with the team and others</li> </ul>		1/3/2022	2/1/2022
	<p><b>Center:</b> Provide the team with resources on developing a TOC, such as <i>Theory of Change Brief</i></p> <p>Co-facilitate meetings with team to define a clear problem statement, identify causal links, and develop a theory of change that leads to desired</p>	<p>Provide coaching to the team in developing meeting agendas to guide the theory of change.</p>		<p>The Center will provide: Consultation, coaching, co-creation of meeting agendas and co-facilitation of meeting, and review of materials</p> <p>Family Consultant:</p> <ul style="list-style-type: none"> <li>5 Hours offsite</li> </ul>	<p>Onsite: 24</p> <p>Offsite: 26</p>	1/3/2022	2/1/2022

	<p>outcome(s) from implementing a coaching model.</p> <p>Ensure team consensus as to identified strengths and needs and potential opportunities, of implementing a coaching model.</p>	<p>Share resources with team members re: the theory of change process.</p> <p>Co-facilitating a meeting with team to develop a theory of change.</p> <p>Written feedback on drafts of the theory of change as needed.</p>		<p>Consultant:</p> <ul style="list-style-type: none"> <li>Hours offsite= 8</li> <li>Hours onsite = 1 days per month x 1 months = 8 hours</li> <li>Hours travel: 1 trip = 8 hours</li> </ul> <p>Liaison:</p> <ul style="list-style-type: none"> <li>Hours offsite = 5</li> <li>Hours onsite: 1 day onsite per month x 1 month = 8 hours</li> <li>Hours travel: 1 trip = 8 hours</li> </ul> <p>Evaluation Coach</p> <ul style="list-style-type: none"> <li>Hours offsite = 8</li> <li>Hours onsite: 1 day onsite per month x 1 months = 8 hours</li> <li>Hours travel: 1 trip = 8 hours</li> </ul>				
4.	<p><b>State:</b> Review Center's research on available coaching models and determine fit and feasibility for implementing with OR DHS.</p> <p>Engage team members or a sub team to examine relevant</p>	<p>Team feedback on fit and feasibility as to implementing potential coaching models in OR DHS.</p>	<p>Buy in of team or sub team members to fully participate in the process for researching and selecting a coaching model</p>	<p>OR DHS will provide:</p> <ul style="list-style-type: none"> <li>Active participation of team members to review the Center's research on available coaching models and document findings as to fit and feasibility.</li> </ul>		2/1/2022	2/28/2022	

	<p>coaching models that may have been previously implemented elsewhere.</p> <p>Determine available resources for implementing a coaching model in OR DHS.</p> <p>Determine if OR DHS would like to select an existing coaching model, adapt an existing coaching model or develop a new a coaching model.</p> <p>Decision will inform if a Practice profile. They do a practice profile if needed and we include the step as to how.</p> <p>.</p>	<p>Documentation of preliminary work planning framework for implementation of selected intervention.</p>	<p>that addresses the identified root causes and achieves desired outcomes.</p> <p>Shared understanding and consensus among team members, regarding the coaching model and a commitment to develop a plan for implementation</p>	<ul style="list-style-type: none"> <li>Schedule meetings, coordinate logistics, and ensure completion of assigned tasks between meetings.</li> <li>Fully document the selection process, including a literature review, findings of models researched, and share the results with the team.</li> <li>Fully document the decision to select an existing coaching model, adapt an existing coaching model or develop a new a coaching model</li> </ul>				
	<p><b>Center:</b> Inform and help guide the team's successful selection of a coaching model that will achieve OR DHS' desired outcomes.</p> <p>Research coaching models and present them to the team so they can determine fit and feasibility.</p>	<p>Support in accessing available databases and research sites to review potential coaching models.</p> <p>Co-facilitation of meeting with team to weigh</p>		<p>The Center will provide consultation, coaching, resources (tools, databases), co-creation of meeting agendas and co-facilitation of meetings, and review of materials</p> <p>Consultant</p> <ul style="list-style-type: none"> <li>15 hours per month x 1 months = 15</li> </ul>	<p>Onsite: 0</p> <p>Offsite: 35</p>	<p>2/1/2022</p>	<p>2/28/2022</p>	

	<p>Provide the team with <a href="#">Intervention Selection and Design/Adaption Brief</a> and <i>Innovation Developer Interview Tool</i> and provide guidance on their use as needed.</p> <p>Facilitate the use of the <a href="#">Intervention Selection and Design/Adaption Brief</a> with the team to assess whether the coaching model is defined, and fits OR DHS' identified need and target population</p> <p>Initiate and facilitate discussions with state team around ensuring alignment of researched coaching models with theory of change and assist the team in coming to consensus on coaching model.</p> <p>Guide the team in the development of a written proposal which defines the core components of a coaching model</p> <p>Guides the team to document a proposal that clearly explains the selected coaching model, the underlying rationale and</p>	<p>options and determine fit and feasibility of potential models.</p> <p>Share resources such as examples of written proposals.</p> <p>Assist in development of written proposal and communication strategy.</p>		<p>Evaluation Coach</p> <ul style="list-style-type: none"> <li>10 hours per month x 1 months = 10</li> </ul> <p>Liaison</p> <ul style="list-style-type: none"> <li>5 hours per month x 1 months = 5</li> </ul> <p>Family Consultant:</p> <ul style="list-style-type: none"> <li>5 Hours offsite</li> </ul>				
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evidence base for its selection, or the decision to develop a new one.						
<p>5. <b>State:</b> Determine if there is a need to adapt or develop the Coaching Model</p> <p>Define core components of the coaching model</p> <p>Assign sub-teams to draft one core component each, to include essential functions and core activities</p> <p>The team will review drafts of practice profiles from the sub-teams and come to consensus on the practice profile for the coaching model</p>	Practice Profile developed	Shared understanding and consensus among team members, and agency leadership of the components of the Coaching Model	<p>OR DHS will provide:</p> <ul style="list-style-type: none"> <li>• Meeting Agenda and logistics</li> <li>• Project lead</li> <li>• Staff participation in Practice Profile training</li> <li>• Support Staff participation in sub teams</li> </ul>		2/1/2022	3/31/2022
<p><b>Center:</b> In conjunction the state team determines if there is the need to develop or adapt a Practice Profile</p> <p>Provides the state team or sub team with <i>Benefits of a Practice Profile</i></p>	<p>Co-facilitation and support to team in development of sub teams</p> <p>Training to the sub-teams on the creation of Practice</p>		<p>The Center will provide: Coaching and consultation and training on development of the Practice Profiles. Co creates meeting agendas and co-facilitate meetings.</p> <p>Consultant:</p>	<p>Onsite: 24</p> <p>Offsite: 50</p>	2/1/2022	3/31/2022

	<p>Provide the state team with <i>Sample Practice Profile</i> and an example of a completed practice profile</p> <p>Organizes sub-teams to draft one core component each, to include essential functions and core activities (This will require as many teams as there are core components)</p> <p>Explain the three levels of performance identified in the practice profile.</p> <p>Consult with each sub-team as requested.</p> <p>Review practice profiles and provide feedback in the agreed upon timeline.</p>	<p>Profiles.</p> <p>Support to sub-teams on the practice profile components</p>		<ul style="list-style-type: none"> <li>Hours offsite= 20</li> <li>Hours onsite = 1 days per month x 1 months = 8 hours</li> <li>Hours travel: 1 trip= 8 hours</li> </ul> <p>Liaison:</p> <ul style="list-style-type: none"> <li>Hours offsite = 10</li> <li>Hours onsite: 1 day onsite per month x 1 months = 8 hours</li> <li>Hours travel: 1 trip x 8 = 8 hours</li> </ul> <p>Evaluation Coach</p> <ul style="list-style-type: none"> <li>Hours offsite = 15</li> <li>Hours onsite: 1 day onsite per month x 1 months = 8 hours</li> <li>Hours travel: 1 trips = 8 hours</li> </ul> <p>Family Consultant:</p> <ul style="list-style-type: none"> <li>5 Hours offsite</li> </ul>				
6.	<p><b>State:</b> Determine needed participants for readiness assessment specific to the coaching model. And Practice Profile (if</p>	List of participants and team members	Committed group of staff who have the skills and knowledge, and	<p>OR DHS will provide:</p> <ul style="list-style-type: none"> <li>Provide a team or sub team to help create the readiness assessment.</li> <li>Staff are provided the</li> </ul>		4/1/2022	6/1/2022	

	<p>applicable).</p> <p>Determine existing resources to support the implementation of a coaching model including focus groups and interviews.</p> <p>Develop a plan to clearly communicate the need for the readiness assessment, identify readiness strengths and capacity needs and to analyze and share assessment findings.</p> <ul style="list-style-type: none"> <li>• Conduct readiness assessment</li> </ul> <p>Review readiness assessment findings and develop strategies to build capacity and strengthen motivation.</p>	<p>Meeting scheduled</p> <p>Meeting agenda and minutes</p> <p>Identify focus group and interview participants.</p> <p>Schedule focus groups and interviews</p> <p>Written readiness assessment</p>	<p>perspectives to contribute to the readiness assessment and plan for implementation</p>	<p>opportunity to participate in the readiness assessment</p> <ul style="list-style-type: none"> <li>• Analysis the readiness assessment data</li> <li>• Communicate readiness assessment purpose and process to staff</li> </ul>				
	<p><b>Center:</b> Support the team in considering the key factors that contribute to readiness assessment</p> <p>Support the team in conducting the readiness assessment to assess for both motivation and intervention specific capacity to implement the coaching model with fidelity.</p>	<p>Co-create meeting agendas</p> <p>Co-facilitation of meetings</p> <p>Consultation is provided in developing and administering readiness assessment,</p>		<p>The Center will provide consultation, coaching, resources (tools, databases), co-creation of meeting agendas and co-facilitation of meetings, focus group and interview question, survey development and administration, and review of materials</p> <p>: Consultant:</p>	<p>Onsite: 24</p> <p>Offsite: 73</p>	<p>4/1/2022</p>	<p>6/1/2022</p>	

	<p>Co-develop and administer focus groups and interviews or other data gathering mechanism to identify and leverage existing resources.</p>	<p>focus groups and interviews</p>		<ul style="list-style-type: none"> <li>• 16 hours offsite per month x 2 = 32</li> <li>• Hours onsite = 1 days per month x 1 = 8</li> <li>• Hours travel = 1 trip per month x 1 = 8</li> </ul> <p>Liaison:</p> <ul style="list-style-type: none"> <li>• Hours offsite = 16</li> <li>• Hours onsite = 1 day = 8 hours</li> <li>• Hours travel = 8</li> </ul> <p>Evaluation Coach:</p> <ul style="list-style-type: none"> <li>• Hours offsite: 20</li> <li>• Hours onsite: 1 day = 8</li> <li>• Hours travel: 1 trip = 8</li> </ul> <p>Family Consultant:</p> <ul style="list-style-type: none"> <li>• 5 Hours offsite</li> </ul>				
<p>7.</p>	<p><b>State:</b> Develop an Implementation Plan for the Coaching Model</p> <p>Review readiness assessment findings and develop strategies to build capacity and strengthen motivation.</p>	<p>Draft coaching implementation plan</p> <p>Communication Plan for the implementation of the Coaching</p>	<p>Shared understanding and consensus among team members, agency leadership and staff</p>	<p>DCFS will provide:</p> <ul style="list-style-type: none"> <li>• Project lead</li> <li>• Active participation of team members to define goals and identify strategies</li> <li>• Meeting Agenda and logistics</li> </ul>		<p>6/2/2022</p>	<p>9/30/2022</p>	

	<p>Outline implementation plan elements and revisit teaming and leadership structure.</p> <p>Identify communication and engagement activities.</p> <p>Where needed, communicate the purpose, goals, theory of change and guiding principles of the Coaching Model Implementation Plan to staff</p> <p>Build an implementation plan that identifies all activities needed to prepare for implementation:</p> <ul style="list-style-type: none"> <li>• Selection of coaches</li> <li>• Training of coaches</li> <li>• Measurement of quality and outcomes including plans for conducting fidelity assessments.</li> <li>• Initiating the coaching model,</li> <li>• Selection of first implementing units/sites, and</li> <li>• When and how coaching will begin.</li> </ul>	<p>Model</p> <p>Final coaching implementation plan</p>	<p>Enhanced team capacity for implementation planning for coaching model based on readiness assessment findings.</p>	<ul style="list-style-type: none"> <li>• Staff participation in team meetings</li> <li>• Fully document the goal and strategy process, including the sharing of process and results</li> <li>• Active participation of team leaders in writing up Coaching Model Implementation Plan.</li> </ul>				
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	<p><b>Center:</b> Provide <i>Implementation Planning Tool</i> to the team</p> <p>Guidance and coaching to assist with preparation, planning, and development, including, revised teaming structure if needed, communication plan and engagement activities.</p> <p>Provide support in development of an implementation plan for the coaching model</p> <p>Engage with the team to develop an implementation plan with the Center that includes capacity building, to address implementation activities for a coaching model including potentially piloting and scaling up throughout OR DHS and implementing a comprehensive evaluation and monitoring strategy. Provide support to develop plans for data collection and CQI activities that address key caseworker activities.</p>	<p>Co-facilitation and support to team in development of an implementation plan and evaluation plan for the selected intervention, and implementation supports.</p> <p>Consultation and facilitation provided to document the implementation plan.</p> <p>Assistance in development of written implementation plan drafts, to include review and written feedback.</p> <p>Analytics and methods support around</p>		<p>The Center will provide coaching and consultation on development and documentation of the implementation plan. Co creates meeting agenda and co-facilitate meetings.</p> <p>Consultant:</p> <ul style="list-style-type: none"> <li>• Hours offsite = 48</li> <li>• Hours onsite: 1 day per month x 3 = 24</li> <li>• Hours travel: 1 trip per month x 3 = 24</li> </ul> <p>Liaison:</p> <ul style="list-style-type: none"> <li>• Hours offsite = 24</li> <li>• Hours onsite: 1 day = 8</li> <li>• Hours travel: 1 trip = 8</li> </ul> <p>Evaluation Coach</p> <ul style="list-style-type: none"> <li>• Hours offsite = 20</li> <li>• Hours onsite: 1 day per month x 3 = 24</li> <li>• Hours travel: 1 trip per month x 3 = 24</li> </ul> <p>Family Consultant:</p> <ul style="list-style-type: none"> <li>• 5 Hours offsite</li> </ul>	<p>Onsite: 56 Offsite: 97</p>	<p>6/2/2022</p>	<p>9/30/2022</p>	
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	Review implementation drafts and provide feedback	measure development, data collection and analysis.					
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[Add/Remove sections as needed]

**E. Target Areas:**

Target Area 1 – Practice Areas	
<input checked="" type="checkbox"/>	Target Area 1 – Practice Areas are Not Applicable
<input type="checkbox"/>	Child Protective Services
<input type="checkbox"/>	Assessment of Safety and Risk
<input type="checkbox"/>	Family Engagement
<input type="checkbox"/>	Placement Prevention/In-Home Services
<input type="checkbox"/>	Placement Decision-Making
<input type="checkbox"/>	Permanency Planning
<input type="checkbox"/>	Preserving Family Connections
<input type="checkbox"/>	Foster Care/Out-of-Home Services
<input type="checkbox"/>	Relative/Kinship Care
<input type="checkbox"/>	Resource Family Supports/Placement Stability
<input type="checkbox"/>	Youth Development/Independent Living
<input type="checkbox"/>	Reunification Services
<input type="checkbox"/>	Adoption/Guardianship/Tribal Permanency Services
<input type="checkbox"/>	Post Permanency Supports
<input type="checkbox"/>	Culturally Responsive Services
<input type="checkbox"/>	Quality and Timely Court Hearings
<input type="checkbox"/>	Quality Representation
<input type="checkbox"/>	Child Well Being (Physical/Emotional/Educational Assessment & Services)
<input type="checkbox"/>	Family Well Being (Comprehensive Assessment & Services)
<input type="checkbox"/>	Trauma-informed Services
<input type="checkbox"/>	Services for LGBTQ youth and families
<input type="checkbox"/>	Other (specify)

Target Area 2 – Systemic Areas	
<input type="checkbox"/>	Target Area 2 – Systemic Areas are Not Applicable
<input type="checkbox"/>	Information Systems (Statewide or tribal systems)
<input type="checkbox"/>	Case Review System
<input type="checkbox"/>	Continuous Quality Improvement System
<input checked="" type="checkbox"/>	Workforce Recruitment, Development, Retention
<input type="checkbox"/>	Agency Responsiveness to Community
<input type="checkbox"/>	Foster and Adoptive Parent Licensing, Recruitment, Retention
<input type="checkbox"/>	Cross-System Collaboration (e.g., Agency-Court, Tribe-State)
<input type="checkbox"/>	Family/Parent Involvement (Organizational level)
<input type="checkbox"/>	Youth Involvement (organizational level)
<input type="checkbox"/>	Other (specify)

Target Area 3 – Public Laws			
<input checked="" type="checkbox"/>	Target Area 3 – Public Laws are Not Applicable		
<input type="checkbox"/>	Fostering Connections Act	<input type="checkbox"/>	Multi-Ethnic Placement Act (MEPA)
<input type="checkbox"/>	Preventing Sex Trafficking and Strengthening Families Act (P.L. 113-183)	<input type="checkbox"/>	Adoption and Safe Families Act
<input type="checkbox"/>	Indian Child Welfare Act (ICWA)	<input type="checkbox"/>	Other (specify)
Target Area 4 – Federal Processes/Initiatives			
<input type="checkbox"/>	Target Area 4 – Federal Processes/Initiatives are Not Applicable		
<input checked="" type="checkbox"/>	Child and Family Services Plan/APSR	<input type="checkbox"/>	Tribal Permanency Projects
<input checked="" type="checkbox"/>	Child and Family Services Review/PIP Process	<input type="checkbox"/>	NYTD (National Youth in Transition Database)
<input type="checkbox"/>	Court Improvement Program	<input type="checkbox"/>	NCANDS (National Data Archive on Child Abuse and Neglect)
<input type="checkbox"/>	State Automated Child Welfare Information System (SACWIS)	<input type="checkbox"/>	AFCARS (Adoption & Foster Care Analysis and Reporting System)
<input type="checkbox"/>	Title IV-E Waiver Demonstrations	<input type="checkbox"/>	Lawsuit/Settlement
<input type="checkbox"/>	Tribal Title IV-E Capacity Building Grants	<input checked="" type="checkbox"/>	Other (specify)FFPSA
<b>C. Capacity Sustainability Plan</b>			
<p>Please provide a brief narrative that describes how the Center activities will support sustaining State capacity developed during Center's service provision. The Center Outcomes may suggest obvious capacity building sustainability activities as a foundation for the plan. The plan should include any intentional future steps for addressing sustainability as part of the project (i.e., making “sustainability” an action item for project check-in meetings; or separate planned events in the project schedule to address “sustainability”</p>			
<div style="border: 1px solid black; padding: 5px;"> <p>Center activities during this project period will build the capacity of ODHS-CW to manage similar projects in the future. Specifically, the activities, tools and agendas that will be utilized by the Center on this project will support future state efforts, such as: building and sustaining an engaged team of staff , using data effectively to fully understand problems, developing a theory of change, thoughtfully researching potential solutions that resolve identified problems and lead to desired outcomes, designing or adapting and intervention and developing a plan for implementation, assessing readiness for implementation.</p> </div>			
<p><b>Check if the Recommendation is Ready to be Closed:</b> <input type="checkbox"/></p>			



***Children's Bureau Capacity Building Centers  
Center for States Integrated Capacity Building Plan***

*Oregon 2021*

*Last Updated: 6/8/2021*

## Work Plan Recommendation 2

**Recommendation:** Expand participation of youth and families with lived experience

A. Recommendation Overview	
<p><b>1. Work Plan Type:</b>    <input checked="" type="checkbox"/> Brief                    <input type="checkbox"/> Intensive                    <input type="checkbox"/> Title IV-E Waiver</p> <p><b>2. Will a Center-Agency Agreement be established?</b>    <input checked="" type="checkbox"/> Yes    <input type="checkbox"/> No</p> <p><b>3. Will an Evaluation Plan be Created?</b>                    <input type="checkbox"/> Yes    <input checked="" type="checkbox"/> No</p>	
<p><b>4. Jurisdiction's Current Need/Problem Statement:</b></p> <p>ODHS CW seeks to incorporate the voice of those with lived experience with ODHS CW specifically youth and parents in building a system where their voices are contributing to program and policy decisions that impact case, organization and system levels. ODHS CW wishes to deepen and expand their youth advisory boards to include populations that are disproportionately represented. The Youth Advisory Board (YAB) provides youth with the opportunity to improve leaderships skills, become change agents, participate in the legislative process, impacting policy and practice at multiple system levels.</p> <p>While ODHS CW has a strong Parent Advisory Council it seeks to create additional avenues for parents who are not part of the Parent Mentor program to become engaged in program and policy decisions through an integration of their lived experience.</p> <p>ODHS CW seeks to engage in deeper problem exploration to create an infrastructure for an Child Welfare system that includes the voices of those youth and families with lived experience and shares decision making power. Representation is intended to include black, indigenous, people of color, people with disabilities and LGBTQ populations.</p>	<p><b>5. Center's Role in Addressing Identified Need:</b></p> <p>The Center team will focus on enhancing the involvement of youth and families with lived experience with ODHS CW and provide coaching and consultation to conduct problem exploration, develop a theory of change, and add additional parent representation to the existing Parent Advisory Council which is facilitated by the Peer Mentor Program through a private provider. OR DHS wishes to incorporate youth and parent voice into daily work and policy revisions.</p>

**6. How was the Jurisdiction's Rationale/Theory of Change Developed?**

State Developed Rationale/Theory of Change     Co-created Rationale/Theory of Change (State and Center)     Theory of Change to be Created

**7. Jurisdiction's Rationale/Theory of Change:**

The Theory of Change will be developed.

**8. Center's Rationale/Theory of Change:**

The Center coaching and consultation to ODHS CW engage in deeper problem exploration

AND

Collect data on current engagement activities with youth and families with lived experience

SO THAT

ODHS CW can analyze the data

SO THAT

OR DHS can develop a solution to meaningful engagement of youth and families with lived experience

SO THAT

ODHS CW understands how to engage youth and families with lived experience to share in decision making about program and policy decisions that impact case, organization and system levels

**9. Jurisdiction's Desired Child and Family Outcomes:**

Families and youth engaged in the system will influence policy and practice at the child welfare system level, allowing the consumers of child welfare services to be decision-makers along with staff.

**10. Jurisdiction's Desired Changes in Child Welfare Practice:**

To create a solution to the engagement of youth and families with lived experience with ODHS CW

**B. Jurisdiction's Desired Changes**

**1. Desired Change to be Achieved in this Work Plan**

To involve youth and families with lived experience in problem exploration, and identification of solution(s) to engage those populations in co-creating how they can share decision making regarding agency policies and practices.

**A. Are the Center's services intended to target particular milestones?**  Yes  No

Stage in Change Process	Target Milestone	Date Milestone Expected to be Achieved
2. Form teams for change process	M 1: Team/teaming structure established	8/6/2021
3. Gather data, explore problem	M 4: Analysis conducted, and root cause(s) identified	12/15/2021
4. Develop theory of causes	M 2: Theory of change developed and documented	1/31/2022
5. Research and select solution (s)	M 1: Possible interventions (solutions) identified from <b>credible</b> sources & reviewed	3/15/2022

[Add/Remove rows as needed]

**B. Are the Center's services intended to enhance any dimensions of Capacity?**  Yes  No

Capacity Dimension	Capacity Sub-dimension	Date Change in Capacity Expected
Engagement & Partnership	Family and Youth Stakeholders	3/15/2022

[Add/Remove rows as needed]

**C. Target Service Recipients:**

Agency	Court	Stakeholder
<input checked="" type="checkbox"/> Administrative Leadership (director/deputies)	<input type="checkbox"/> CIP/TCIP Directors	<input type="checkbox"/> Contracted Service Providers
<input type="checkbox"/> Training Department/Division	<input type="checkbox"/> CIP Staff	<input type="checkbox"/> Law Enforcement
<input type="checkbox"/> IT/Information System Staff	<input type="checkbox"/> Judges	<input type="checkbox"/> Health
<input checked="" type="checkbox"/> Program Managers	<input type="checkbox"/> Attorneys for Child Welfare Agency	<input checked="" type="checkbox"/> Mental Health
<input checked="" type="checkbox"/> ICWA Managers	<input type="checkbox"/> Attorneys for Children/GALs	<input type="checkbox"/> Substance Abuse
<input type="checkbox"/> Supervisors	<input type="checkbox"/> Attorneys for Parents	<input type="checkbox"/> Domestic Violence
<input type="checkbox"/> Case Workers/Direct Practice Workers	<input type="checkbox"/> Court Administrative Officers/Judicial Staff	<input type="checkbox"/> Education

<input type="checkbox"/>	CQI/Evaluation Staff	<input type="checkbox"/>	Attorney/attorney-GALs	<input type="checkbox"/>	Community
<input type="checkbox"/>	Other	<input type="checkbox"/>	Court/Attorney Data Managers and IT Staff	<input checked="" type="checkbox"/>	Families, Parents, Youth
		<input type="checkbox"/>	CASAs/Non-attorney GALs/Other Advocates	<input type="checkbox"/>	Tribal Council
		<input type="checkbox"/>	Court Case Workers/Social Workers	<input type="checkbox"/>	Tribal Elders
		<input type="checkbox"/>	Other	<input type="checkbox"/>	Other

**D. Action Steps:**

	Action Step/Strategy	Output	State/Center Outcomes	Roles/Responsibilities	Projected Num. of Hours	Projected Start Date	Projected End Date
1.	<p><b>State:</b> Establish an inclusive working team (and sub-teams as needed) comprised of individuals who are committed to contributing to any efforts needed to explore ODHS CW's current and future engagement of youth and family with lived experience</p> <p>Determine team membership possibly inclusive of DHS leadership, Youth Program Manager/Chafee Coordinators i current and former foster care youth, members of the Youth Advisory Council, parents with lived experience with OR DHS, front-line supervisor and worker representation.</p> <p>Define team member roles and responsibilities</p>	<p>List of team members and their roles</p> <p>Team Charter documented</p>	<p>Committed group of team members who have the needed skills sets and perspectives to contribute to and guide this problem exploration</p>	<p>OR DHS will provide</p> <ul style="list-style-type: none"> <li>Project Lead</li> <li>Access to internal resources</li> </ul> <p>Team member participation in meetings</p> <p>Oversee arrangement of meeting logistics that account for external stakeholder's schedules</p>		7/6/2021	8/6/2021

	Establish a team charter including meeting schedule and reimbursement						
	<p><b>Center:</b> Support agency leadership in developing a teaming structure.</p> <p>Provision of guidance, including written materials, such as the <i>CBCS Team Brief</i> to assist in determining skills and perspectives needed for the team.</p> <p>Provide and facilitate the use of the <i>Team Charter Tool</i> as needed.</p> <p>Facilitate a team charter session.</p>	<p>Active and engaged team and sub-teams.</p> <p>Team charter documented</p>		<p>The Center will provide:</p> <p>Coaching and consultation on teaming and team structure</p> <p>Facilitate meetings virtually</p> <p>Liaison:</p> <ul style="list-style-type: none"> <li>• 12 Hours Center SME</li> <li>• 12 Hours</li> </ul>	<p>Onsite: 0</p> <p>Offsite:24</p>	7/6/2021	8/6/2021
2.	<p><b>State:</b> Gather data about what they are currently doing to engage youth and families with lived experience</p>	Data Collection Plan	Data on engagement efforts of youth and families with lived experience to influence statewide policies and	<p>Access to virtual meeting platform</p> <p>Youth participation at in person meetings</p>		8/6/2021	10/15/2021

		<p>Determine what other data is needed.</p> <p>Develop a plan to gather additional data</p> <p>Collect information from youth who have participated in YABs, OR Youth Connections, etc. about what engages them, what does not engage them, and what would motivate them to participate in informing decision making with ODHS CW.</p> <p>Collect information from parent mentors who have participated in the PAC or other parent advocacy groups about what engages them, what does not engage them, and what motivates them to participate.</p> <p>Participate in peer-to-peer meetings on how to engage those with lived experience</p>		<p>procedures/practices.</p> <p>Data Collection Plan documented</p>	<p>Staff and stakeholder participation in virtual and in-person meetings</p>				
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	<p><b>Center:</b> Facilitate Peer to peer meetings with youth engagement activities in other states.</p> <p>Provide information about the engagement of youth and families with lived experience as system partners occurring in other jurisdictions.</p> <p>Assist in data collection activities such as survey development.</p>	<p>Survey developed</p> <p>Meeting notes</p>		<p>The Center will provide: Consultation, coaching, co-creation of meeting agendas and co-facilitation of meeting, and review of materials</p> <p>Liaison</p> <ul style="list-style-type: none"> <li>• 20 hours offsite</li> </ul> <p>Center SME</p> <ul style="list-style-type: none"> <li>• 20 hours offsite</li> </ul>	<p>Onsite: 0</p> <p>Offsite: 40 hours</p>	8/6/2021	10/15/2021
3	<p><b>State:</b> Analyze data from the various data collection activities.</p> <p>Document data analysis findings</p> <p>Identify populations disproportionately represented in order to ensure inclusion in identification of root causes and solutions.</p>	<p>Documentation of youth and families with lived experience that can contribute to and co-design ODHS CW Vision for Transformation</p>	<p>Exploration of the underlying issues regarding the identified problem</p>	<p>OR DHS will provide:</p> <ul style="list-style-type: none"> <li>• Agency lead</li> <li>• Access to internal resources</li> </ul> <p>Staff and stakeholder attendance and participation in meetings</p>		10/15/2021	11/15/2021
	<p><b>Center:</b> Provide consultation and coaching to ODHS CW to analyze data collected on youth and families with lived</p>	<p>Written feedback on data analysis findings</p>		<p>The Center will provide: Consultation, coaching, co-creation of meeting agendas and co-facilitation of meeting,</p>	<p>Onsite:</p> <p>Offsite: 70 hours</p>	10/15/2021	11/15/2021

	<p>experience.</p> <p>Review and provide feedback on documentation of data analysis</p>			<p>and review of materials</p> <p>Young Adult Consultant</p> <ul style="list-style-type: none"> <li>• 20 hours offsite</li> </ul> <p>Family Consultant</p> <ul style="list-style-type: none"> <li>• 20 hours</li> </ul> <p>SME</p> <ul style="list-style-type: none"> <li>• 20 hours offsite</li> </ul> <p>Liaison</p> <ul style="list-style-type: none"> <li>• 10 hours offsite</li> </ul>			
4	<p><b>State:</b> Identify possible contributing factors and root causes.</p> <p>Based on data collected and analyzed, come to consensus on factors preventing youth and families with lived experience from fully participating in decision-making.</p>	Documentation of contributing factors and root causes.	Shared understanding of contributing factors and identification of root causes.	•		11/15/2021	12/15/2021
	<p><b>Center:</b> Provide coaching and consultation to ODHS to identify contributing factors and root causes.</p>	Facilitation of root cause identification activity.		The Center will provide: Consultation, coaching, co-creation of meeting agendas and co-facilitation of meeting, and review of materials.	<p>Onsite (including travel): 64 hours</p> <p>Offsite: 38 hours</p>	11/15/2021	12/15/2021

				Young Adult Consultant: 10 hours offsite 8 hours onsite 8 hours travel  Family Consultant: 10 hours offsite 8 hours onsite 8 hours travel  Liaison: 8 hours offsite 8 hours onsite 8 hours travel  SME: 10 hours offsite 8 hours onsite 8 hours travel				
5	Based upon team consensus develop a TOC for exploration of ODHS CW's current and future engagement of youth and family with lived experience	Clearly articulated problem statement.  Defined theory of change	Shared team understanding of causal links in a pathway of change leading to desired outcome(s).  Sense of inclusion by team members and other key stakeholders in	OR DHS will provide <ul style="list-style-type: none"> <li>Attendance and active participation in meetings towards development of a TOC.</li> <li>Schedule meetings</li> <li>Document and share meeting minutes with the team and others as needed</li> </ul> Share TOC with the team and others		12/15/2021	1/31/2022	

			the exploration process and design of TOC					
	<p><b>Center:</b> Provide the team with resources on developing a TOC, such as <i>Theory of Change Brief</i></p> <p>Co-facilitate meetings with the team to define a clear problem statement, identify causal links, and develop a theory of change that leads to current and future engagement of youth and family with lived experience</p> <p>Ensure team consensus as to identified strengths and needs and potential opportunities, in engaging youth and families with lived experience.</p>	<p>Provide coaching to the team in developing meeting agendas to guide the theory of change.</p> <p>Share resources with team members re: the theory of change process.</p> <p>Co-facilitating a meeting with team to develop a theory of change.</p> <p>Written feedback on drafts of the theory of</p>		<p>The Center will provide: Consultation, coaching, co-creation of meeting agendas and co-facilitation of meeting, and review of materials</p> <p>Young Adult Consultant</p> <ul style="list-style-type: none"> <li>• 20 hours</li> </ul> <p>Family Consultant</p> <ul style="list-style-type: none"> <li>• 20 hours</li> </ul> <p>Liaison</p> <ul style="list-style-type: none"> <li>• 10 hours</li> </ul> <p>SME</p> <ul style="list-style-type: none"> <li>• 20 hours</li> </ul>	<p>Onsite: 0</p> <p>Offsite: 70 hours</p>	12/15/2021	1/31/2022	

		change as needed					
5	<p><b>State:</b> Based upon data analysis define solution(s) to listen to the voices of those with lived experience at every level.</p> <p>Engage youth and families with lived experience in the development of the solution(s) at a visioning meeting</p> <p>Document strategies to expand engagement at all levels, including YAB and PAC.</p>	Strategies for engagement of youth and families with lived experience documented	Engagement of youth and families with lived experience in co-creating how they can share decision making regarding agency policies and practices	<p>OR DHS will provide:</p> <p>Ability to attend virtual and in-person meetings</p> <p>Team member participation</p> <p>Logistics for a meeting to envision the proposed solution</p>		2/1/2022	3/15/2022
	<p><b>Center:</b> Provide consultation and coaching to prepare for and assist in the facilitation of a meeting to envision the solution including identifying participants, meeting format and agenda and the preparation of relevant materials</p>	Documentation of solution		<p>The Center will provide:</p> <p>Consultation, coaching, co-creation of meeting agendas and co-facilitation of meeting, and review of materials</p> <p>Young Adult Consultant</p> <ul style="list-style-type: none"> <li>• 24 hours offsite</li> <li>• 8 hours onsite</li> <li>• 8 hours travel</li> </ul> <p>Family Consultant</p>	Onsite: 64 hours Offsite: 82 hours	2/1/2022	3/15/2022

				<ul style="list-style-type: none"> <li>• 24 hours offsite</li> <li>• 8 hours onsite</li> <li>• 8 hours travel</li> </ul> <p>SME</p> <ul style="list-style-type: none"> <li>• 24 hours offsite</li> <li>• 8 hours onsite</li> <li>• 8 hours travel</li> </ul> <p>Liaison</p> <ul style="list-style-type: none"> <li>• 10 hours offsite</li> <li>• 8 hours onsite</li> <li>• 8 hours travel</li> </ul>			
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[Add/Remove sections as needed]

**E. Target Areas:**

Target Area 1 – Practice Areas	
<input type="checkbox"/>	Target Area 1 – Practice Areas are Not Applicable
<input type="checkbox"/>	Child Protective Services
<input type="checkbox"/>	Assessment of Safety and Risk
<input checked="" type="checkbox"/>	Family Engagement
<input type="checkbox"/>	Placement Prevention/In-Home Services
<input type="checkbox"/>	Placement Decision-Making
<input type="checkbox"/>	Permanency Planning
<input type="checkbox"/>	Preserving Family Connections
<input type="checkbox"/>	Foster Care/Out-of-Home Services
<input type="checkbox"/>	Relative/Kinship Care
<input type="checkbox"/>	Resource Family Supports/Placement Stability
<input checked="" type="checkbox"/>	Youth Development/Independent Living
<input type="checkbox"/>	Reunification Services
<input type="checkbox"/>	Adoption/Guardianship/Tribal Permanency Services
<input type="checkbox"/>	Post Permanency Supports
<input type="checkbox"/>	Culturally Responsive Services
<input type="checkbox"/>	Quality and Timely Court Hearings
<input type="checkbox"/>	Quality Representation
<input type="checkbox"/>	Child Well Being (Physical/Emotional/Educational Assessment & Services)
<input type="checkbox"/>	Family Well Being (Comprehensive Assessment & Services)
<input type="checkbox"/>	Trauma-informed Services
<input type="checkbox"/>	Services for LGBTQ youth and families
<input type="checkbox"/>	Other (specify)

Target Area 2 – Systemic Areas			
<input type="checkbox"/>	Target Area 2 – Systemic Areas are Not Applicable		
<input type="checkbox"/>	Information Systems (Statewide or tribal systems)	<input type="checkbox"/>	Foster and Adoptive Parent Licensing, Recruitment, Retention
<input type="checkbox"/>	Case Review System	<input type="checkbox"/>	Cross-System Collaboration (e.g., Agency-Court, Tribe-State)
<input type="checkbox"/>	Continuous Quality Improvement System	<input checked="" type="checkbox"/>	Family/Parent Involvement (Organizational level)
<input type="checkbox"/>	Workforce Recruitment, Development, Retention	<input checked="" type="checkbox"/>	Youth Involvement (organizational level)
<input type="checkbox"/>	Agency Responsiveness to Community	<input type="checkbox"/>	Other (specify)
Target Area 3 – Public Laws			
<input checked="" type="checkbox"/>	Target Area 3 – Public Laws are Not Applicable		
<input type="checkbox"/>	Fostering Connections Act	<input type="checkbox"/>	Multi-Ethnic Placement Act (MEPA)
<input type="checkbox"/>	Preventing Sex Trafficking and Strengthening Families Act (P.L. 113-183)	<input type="checkbox"/>	Adoption and Safe Families Act
<input type="checkbox"/>	Indian Child Welfare Act (ICWA)	<input type="checkbox"/>	Other (specify)
Target Area 4 – Federal Processes/Initiatives			
<input checked="" type="checkbox"/>	Target Area 4 – Federal Processes/Initiatives are Not Applicable		
<input type="checkbox"/>	Child and Family Services Plan/APSR	<input type="checkbox"/>	Tribal Permanency Projects
<input type="checkbox"/>	Child and Family Services Review/PIP Process	<input type="checkbox"/>	NYTD (National Youth in Transition Database)
<input type="checkbox"/>	Court Improvement Program	<input type="checkbox"/>	NCANDS (National Data Archive on Child Abuse and Neglect)
<input type="checkbox"/>	State Automated Child Welfare Information System (SACWIS)	<input type="checkbox"/>	AFCARS (Adoption & Foster Care Analysis and Reporting System)
<input type="checkbox"/>	Title IV-E Waiver Demonstrations	<input type="checkbox"/>	Lawsuit/Settlement
<input type="checkbox"/>	Tribal Title IV-E Capacity Building Grants	<input type="checkbox"/>	Other (specify)

**C. Capacity Sustainability Plan**

Please provide a brief narrative that describes how the Center activities will support sustaining State capacity developed during Center's service provision. The Center Outcomes may suggest obvious capacity building sustainability activities as a foundation for the plan. The plan should include any intentional future steps for addressing sustainability as part of the project (i.e., making “sustainability” an action item for project check-in meetings; or separate planned events in the project schedule to address “sustainability”

The Center activities accomplished in this workplan will be sustained because they are a leadership priority, they align with the Vision for Transformation and youth and families are part of the co-creation.

**Check if the Recommendation is Ready to be Closed:**

## Work Plan Recommendation 3

Recommendation: Training Infrastructure Plan

### D. Recommendation Overview

1. **Work Plan Type:**     Brief                     Intensive                     Title IV-E Waiver  
 2. **Will a Center-Agency Agreement be established?**     Yes     No  
 3. **Will an Evaluation Plan be Created?**                     Yes     No

**4. Jurisdiction's Current Need/Problem Statement:**

1. OR DHS has a training unit responsible for coordinating internal infrastructure to respond to training and workforce development needs. Currently OR DHS relies heavily on training and workforce development activities provided through a contract with Portland State University as well as individual contractors. They have identified the need for coaching for the team as to how they work together, identifying and navigating system barriers, clarifying roles and responsibilities within the training unit, and creating a clear plan for training and workforce development activities to be standardized to make them responsive, accessible, efficient and timely. Currently staff on the training team require coaching and support to develop a well-articulated and documented plan which also includes the proposed coaching model work.

**5. Center's Role in Addressing Identified Need:**

Through coaching and consultation, the Center will support the OR DHS training unit in exploring the agency's existing workforce development strengths and identifying opportunities for improvement, developing a Theory of Change, supporting the assessment of readiness for implementation inclusive of clear roles and expectations, feedback loops, logistics and a training infrastructure plan.

**6. How was the Jurisdiction's Rationale/Theory of Change Developed?**

- State Developed Rationale/Theory of Change     Co-created Rationale/Theory of Change (State and Center)     Theory of Change to be Created

**7. Jurisdiction's Rationale/Theory of Change:**

**8. Center's Rationale/Theory of Change:**

<p>The Theory of change will be developed.</p>	<p>The Center will provide consultation to OR DHS on the development of a team to develop a training infrastructure plan process</p> <p>AND</p> <p>Provide coaching to support data collection and analysis from the training committee and training unit staff</p> <p>SO THAT</p> <p>data analyzed and shared back with the team and leadership</p> <p>SO THAT</p> <p>a theory of change can be developed</p> <p>AND</p> <p>A Training Infrastructure plan is developed</p> <p>AND</p> <p>A communication plan can be developed and disseminated</p> <p>SO THAT</p> <p>The Training Infrastructure plan can be implemented</p> <p>SO THAT</p> <p>The training unit can meet OR DHS workforce development needs</p>
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<b>9. Jurisdiction's Desired Child and Family Outcomes:</b>	OR DHS will have well-articulated Training Infrastructure that consistently meets workforce development needs so they are better able to able to assess and address the needs of children and families.
<b>10. Jurisdiction's Desired Changes in Child Welfare Practice:</b>	Workforce development activities are coordinated through the training unit using internal resources and contracted resources efficiently to meet OR DHS workforce development needs

**E. Jurisdiction's Desired Changes**

**1. Desired Change to be Achieved in this Work Plan**  
 Workforce development needs are consistently identified and addressed and communicated to agency staff and there is a documented process for ongoing development of the training unit staff to meet these needs.

**A. Are the Center's services intended to target particular milestones?**  Yes  No

Stage in Change Process	Target Milestone	Date Milestone Expected to be Achieved
2. Form teams for change process	Team/teaming structure established	8/2/2021
3. Gather data, explore problem	Existing Data about the need identified and obtained	9/2/2021
8. Build implementation capacity	Implementation readiness assessed and needs identified	12/31/2021

[Add/Remove rows as needed]

**B. Are the Center's services intended to enhance any dimensions of Capacity?**  Yes  No

Capacity Dimension	Capacity Sub-dimension	Date Change in Capacity Expected
Infrastructure	Training	12/31/2021

[Add/Remove rows as needed]

**C. Target Service Recipients:**

Agency		Court		Stakeholder	
<input checked="" type="checkbox"/>	Administrative Leadership (director/deputies)	<input type="checkbox"/>	CIP/TCIP Directors	<input type="checkbox"/>	Contracted Service Providers
<input checked="" type="checkbox"/>	Training Department/Division	<input type="checkbox"/>	CIP Staff	<input type="checkbox"/>	Law Enforcement

<input type="checkbox"/>	IT/Information System Staff	<input type="checkbox"/>	Judges	<input type="checkbox"/>	Health
<input type="checkbox"/>	Program Managers	<input type="checkbox"/>	Attorneys for Child Welfare Agency	<input type="checkbox"/>	Mental Health
<input type="checkbox"/>	ICWA Managers	<input type="checkbox"/>	Attorneys for Children/GALs	<input type="checkbox"/>	Substance Abuse
<input type="checkbox"/>	Supervisors	<input type="checkbox"/>	Attorneys for Parents	<input type="checkbox"/>	Domestic Violence
<input type="checkbox"/>	Case Workers/Direct Practice Workers	<input type="checkbox"/>	Court Administrative Officers/Judicial Staff	<input type="checkbox"/>	Education
<input type="checkbox"/>	CQI/Evaluation Staff	<input type="checkbox"/>	Attorney/attorney-GALs	<input type="checkbox"/>	Community
<input type="checkbox"/>	Other	<input type="checkbox"/>	Court/Attorney Data Managers and IT Staff	<input type="checkbox"/>	Families, Parents, Youth
		<input type="checkbox"/>	CASAs/Non-attorney GALs/Other Advocates	<input type="checkbox"/>	Tribal Council
		<input type="checkbox"/>	Court Case Workers/Social Workers	<input type="checkbox"/>	Tribal Elders
		<input type="checkbox"/>	Other	<input type="checkbox"/>	Other

**D. Action Steps:**

	Action Step/Strategy	Output	State/Center Outcomes	Roles/Responsibilities	Projected Num. of Hours	Projected Start Date	Projected End Date
1.	<p><b>State:</b> Develop a project team</p> <p>Identify all applicable stakeholders both internal to the agency and external.</p> <p>Define team member roles and responsibilities</p> <p>Establish a team charter including meeting schedule.</p>	<p>List of team members and their roles</p> <p>Team Charter documented</p>	<p>OR DHS increases capacity to form project teams</p> <p>Committed group of team members who have the needed skills sets and perspectives to contribute to and guide this change effort</p>	<p>Provide a project lead or co-leads</p> <p>Maintain executive leadership support and involvement</p> <p>Staff time and commitment</p> <p>Oversee arrangement of meeting logistics</p>		7/1/2021	8/2/2021

	<p><b>Center:</b> Provide coaching and consultation on the establishment of a team to guide the plan development including the planning for engagement of staff and partners that will fulfill team purpose.</p> <p>Provide CBCS <a href="#">Teaming Brief</a> and Team Charter Tool</p> <p>Provide coaching and consultation of the development of the Team Charter</p>	<p>Active and engaged team</p> <p>Team charter documented</p>		<p><b>Center Training Infrastructure SME:</b> Provide virtual subject matter expertise through facilitation, coaching, and consultation Onsite: 0 Offsite: 10</p> <p><b>Liaison:</b> Support change management, participate and monitor service delivery Onsite: 0 Offsite: 5</p>	<p>Onsite: 0 Offsite: 15</p>	<p>7/1/2021</p>	<p>8/2/2021</p>
<p>2.</p>	<p><b>State:</b> Collect and review information about OR DHS' training infrastructure including descriptions of the agency's structure; current offerings and calendar; and unit organization and staffing. as well as evaluations of specific training events.</p>	<p>Documented plan for additional data collection to address any data gaps/ needs and for conducting analysis.</p> <p>List of focus group questions for Training Unit staff and</p>	<p>OR DHS increases capacity in completing problem exploration</p>	<p>Provide a project lead or co-leads</p> <p>Maintain executive leadership support and involvement</p> <p>Staff time and commitment</p>		<p>8/2/2021</p>	<p>9/1/2021</p>

		<p>Training Advisory Committee</p> <p>Comprehensive analysis of existing data and any additional data collected.</p>						
	<p><b>Center:</b> Review the data from the assessment of the state's <b>training system</b> completed by the Butler Institute</p> <p>Co-facilitate a meeting to review the findings of existing data and determine the need for additional data collection</p> <p>Assist in developing and conducting focus groups with the training unit staff, PSU training staff and the Training Advisory Committee</p> <p>Co-facilitate a meeting to guide the team in analyzing the findings and coming to consensus on the data analysis findings</p>	<p>Training Operations Assessment completed and findings documented</p> <p>All workforce activities will be documented or mapped for consideration for efficacy, fidelity to initial purpose, and use in decision making &amp; communicating</p>		<p><b>Center Training Infrastructure Consultant SME:</b> Provide virtual subject matter expertise through facilitation, coaching, and consultation Onsite: 0 Offsite: 12</p> <p><b>Liaison:</b> Support change management, participate and monitor service delivery Onsite: 0 Offsite: 10</p>	<p>Onsite: 0 Offsite: 22</p>	8/2/2021	9/1/2021	

3.	<p><b>State:</b> Share data analysis findings to review and provide feedback.</p> <p>Incorporate findings and feedback and use to develop a Theory of Change.</p>	<p>Findings shared Feedback received and incorporated.</p> <p>Theory of Change developed and documented.</p>	<p>OR DHS increased capacity to share and integrate analysis and feedback with stakeholders to inform a theory of change</p>	<p>Provide a project lead or co-leads</p> <p>Maintain executive leadership support and involvement</p> <p>Staff time and commitment</p>		9/1/2021	10/1/2021
	<p><b>Center:</b> Provide the team with resources on developing a TOC, such as <i>Theory of Change Brief</i></p> <p>Co-facilitate meetings with team to define a clear problem statement, identify causal links, and develop a theory of change that leads to desired outcome(s) from developing a Training Infrastructure plan.</p> <p>Ensure team consensus as to identified strengths and needs and potential opportunities, of developing a Training Infrastructure plan</p>	<p>Theory of Change developed and documented.</p>		<p><b>Center Training Infrastructure Consultant SME:</b> Provide virtual subject matter expertise through facilitation, coaching, and consultation Onsite: 0 Offsite: 15</p> <p><b>Liaison:</b> Support change management, participate and monitor service delivery Onsite: 0 Offsite: 10</p>	<p>Onsite:0 Offsite:25</p>	9/1/2021	10/1/2021

4.	<p><b>State:</b> Using findings of the Training Operations Assessment, co-develop sustainable core components of the training infrastructure including:</p> <ul style="list-style-type: none"> <li>• Definitions</li> <li>• Roles/responsibilities</li> <li>• feedback loops</li> <li>• priority indicators</li> <li>• logistics</li> </ul>	Definitions, feedback loops, roles and expectations of agency staff regarding workforce development will be developed and documented to become OR DHS' training infrastructure.	OR DHS will increase capacity in the development of core components of their training infrastructure	<p>Provide a project lead or co-leads</p> <p>Maintain executive leadership support and involvement</p> <p>Staff time and commitment</p>		10/1/2021	11/30/2021	
	<p><b>Center:</b> Provide coaching and consultation on the development of core components of the training operations infrastructure</p>	Definitions, feedback loops, roles and expectations of agency staff regarding workforce development will be developed and documented to become OR		<p><b>Center Training Infrastructure Consultant SME:</b> Provide virtual subject matter expertise through facilitation, coaching, and consultation Onsite: 8 Offsite: 8 Travel: 8</p> <p><b>Liaison:</b> Support change management, participate</p>	<p>Onsite: 16</p> <p>Offsite: 29</p>	10/1/2021	11/30/2021	

		DHS' training infrastructure		and monitor service delivery Onsite: 8 Offsite: 5 Travel: 8			
5.	<b>State:</b> Develop and disseminate a communication plan to ensure people internal and external to the agency hear and understand the OR DHS training infrastructure	Communication plan developed and documented so that agency staff and training contractors will have a clear understanding of workforce development activities, their purpose and the availability of them	Training infrastructure documented and communicated			12/1/2021	12/31/2021
	<b>Center:</b> Coaching and consultation on the development of a communication plan for workforce development activities.	Communication plan developed, documented and disseminated.		<b>Center Training Infrastructure Consultant SME:</b> Provide virtual subject matter expertise through facilitation, coaching, and consultation Onsite: 0 Offsite: 10  <b>Liaison:</b>	Onsite: 0 Offsite:15	12/1/2021	12/31/2021

				Support change management, participate and monitor service delivery Onsite: 0 Offsite: 5			
6.	<p><b>State:</b> Determine needed participants for readiness assessment of the implementation of the Training Infrastructure plan.</p> <p>Determine existing and needed resources to support the implementation of the Training Infrastructure plan.</p> <p>Identify readiness strengths and capacity needs</p> <p>Conduct readiness assessment</p> <p>Review readiness assessment findings and develop strategies to build capacity and strengthen motivation.</p>	<p>List of participants</p> <p>Meeting scheduled</p> <p>Meeting agenda and minutes</p> <p>Documented readiness assessment</p> <p>Documented readiness assessment findings</p>	Committed group of staff who have the skills and knowledge, and perspectives to contribute to the readiness assessment and plan for implementation	<p>OR DHS will provide:</p> <ul style="list-style-type: none"> <li>• Provide a team to help create the readiness assessment.</li> <li>• Staff are provided the opportunity to participate in the readiness assessment</li> <li>• Analysis of the readiness assessment data</li> <li>• Communicate readiness assessment purpose and process to staff</li> </ul>		12/1/2021	12/31/2021
	<p><b>Center:</b> Support the team in considering the key factors that contribute to readiness assessment</p>	<p>Co-create meeting agendas</p> <p>Co-facilitation of meetings</p>		<p>The Center will provide consultation, coaching, co-creation of meeting agendas and co-facilitation of meetings, and review of materials</p>	<p>Onsite: 0</p> <p>Offsite: 20</p>	12/1/2021	12/31/2021

	<p>Support the team in conducting the readiness assessment to assess for both motivation and capacity to implement the Infrastructure Training Plan.</p> <p>Coaching and consultation to identify and leverage existing and needed resources</p>	<p>Consultation is provided in developing and administering and documenting the readiness assessment</p>		<p><b>Center Training Infrastructure Consultant SME:</b> Provide virtual subject matter expertise through facilitation, coaching, and consultation</p> <ul style="list-style-type: none"> <li>Hours Offsite: 12</li> </ul> <p><b>Liaison:</b> Support change management, participate and monitor service delivery</p> <ul style="list-style-type: none"> <li>Hours offsite = 8</li> </ul>			
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[Add/Remove sections as needed]

**E. Target Areas:**

Target Area 1 – Practice Areas	
<input checked="" type="checkbox"/>	Target Area 1 – Practice Areas are Not Applicable
<input type="checkbox"/>	Child Protective Services
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<input type="checkbox"/>	Family Engagement
<input type="checkbox"/>	Post Permanency Supports
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<input type="checkbox"/>	Culturally Responsive Services
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Target Area 2 – Systemic Areas			
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Target Area 3 – Public Laws			
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<input type="checkbox"/>	Indian Child Welfare Act (ICWA)	<input type="checkbox"/>	Other (specify)

Target Area 4 – Federal Processes/Initiatives			
<input checked="" type="checkbox"/>	Target Area 4 – Federal Processes/Initiatives are Not Applicable		
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<input type="checkbox"/>	Court Improvement Program	<input type="checkbox"/>	NCANDS (National Data Archive on Child Abuse and Neglect)
<input type="checkbox"/>	State Automated Child Welfare Information System (SACWIS)	<input type="checkbox"/>	AFCARS (Adoption & Foster Care Analysis and Reporting System)
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#### F. Capacity Sustainability Plan

Please provide a brief narrative that describes how the Center activities will support sustaining State capacity developed during Center's service provision. The Center Outcomes may suggest obvious capacity building sustainability activities as a foundation for the plan. The plan should include any intentional future steps for addressing sustainability as part of the project (i.e., making "sustainability" an action item for project check-in meetings; or separate planned events in the project schedule to address "sustainability")

The Center activities accomplished in this workplan will be sustained because they are a leadership priority. There will be a written training infrastructure plan and a communication plan and strategy.

**Check if the Recommendation is Ready to be Closed:**